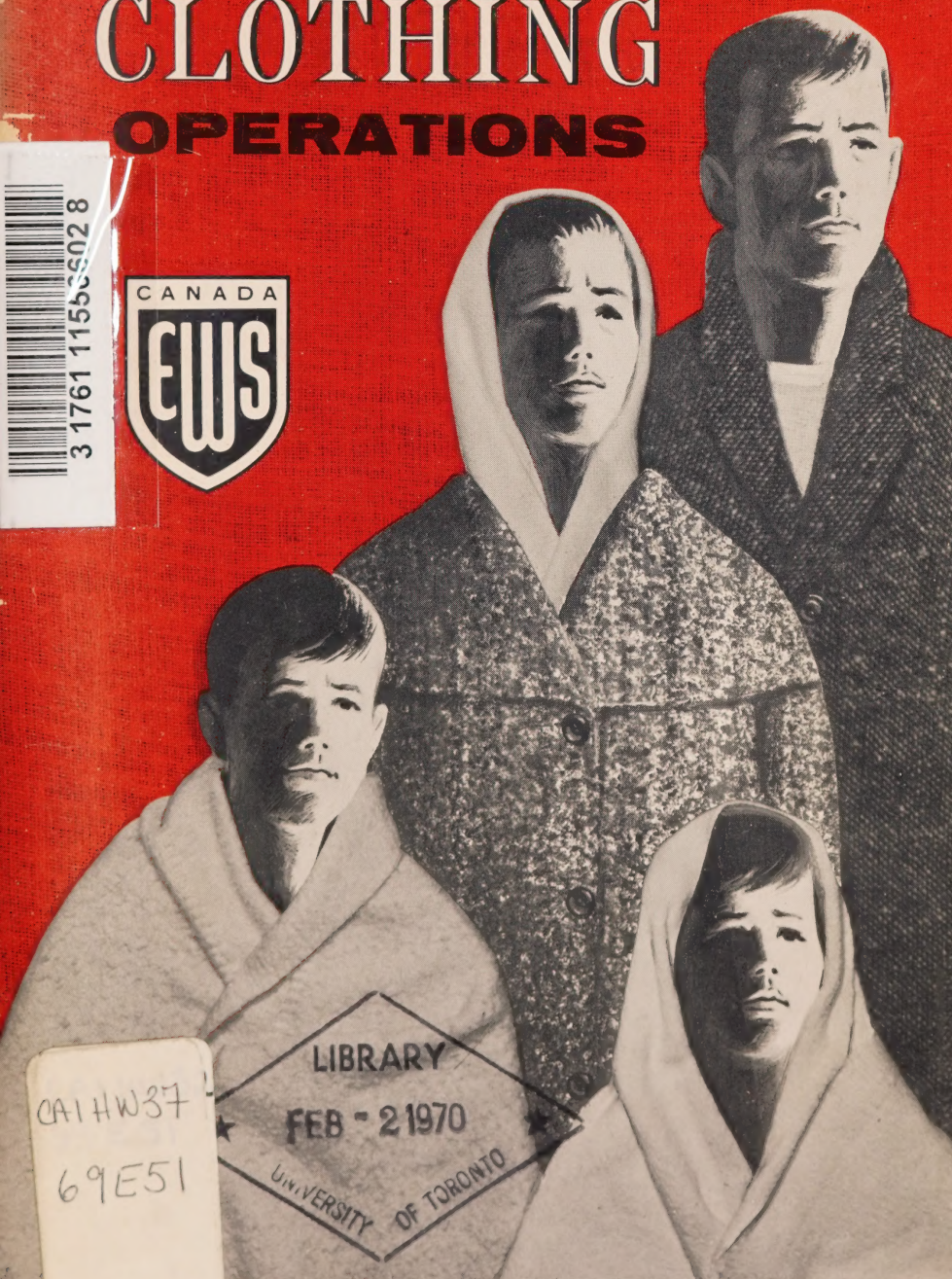


EMERGENCY CLOTHING OPERATIONS

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FOREWORD

This manual has been produced by the Emergency Welfare Services Division, Department of National Health and Welfare to provide information on the basic plans, policies and procedures involved in organizing an Emergency Clothing Service. It is intended for use as a guide in planning, organizing and staff training, and for the operation of the Service in an emergency.

As this Service would be provided at the community level, the publication is designed primarily for the use of Chiefs and Supervisors of Emergency Clothing in reception communities.

It is hoped that it will prove useful to those responsible for the development of this important Service in communities across Canada.



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ABBREVIATIONS

- | | |
|-----------|--|
| 1. ATC | Advance Treatment Centre |
| 2. CD | Clothing Depot |
| 3. CEMC | Canadian Emergency Measures College |
| 4. CEMO | Canada Emergency Measures Organization |
| 5. CEMS | Canada Emergency Manpower Service |
| 6. CR | Central Registry |
| 7. DA | Dependent Adults |
| 8. DBS | Dominion Bureau of Statistics |
| 9. EC | Emergency Clothing |
| 10. EF | Emergency Feeding |
| 11. EHS | Emergency Health Services |
| 12. EL | Emergency Lodging |
| 13. EWS | Emergency Welfare Services |
| 14. LR | Local Registry |
| 15. MEGHQ | Municipal Emergency Government
Headquarters |
| 16. MES | Municipal Emergency Services |
| 17. PS | Personal Services |
| 18. RADEF | Radiological Defence |
| 19. REGHQ | Regional Emergency Government
Headquarters |
| 20. R&I | Registration and Inquiry |
| 21. UC | Unattached Children |
| 22. WEL C | Welfare Centre |
| 23. WSA | War Supplies Agency |
| 24. ZEGHQ | Zone Emergency Government Headquarters |



INTRODUCTION

In the event of a nuclear attack on Canada, communities which escaped the immediate effects would face a welfare problem of immense proportions — providing a roof, food and clothing for survivors.

The problem would be vast, quite beyond the capacity of peacetime welfare agencies and would have to be handled by government — local, provincial and federal. To do this, they must have developed an Emergency Welfare Services organization.

This manual deals with one of the five emergency welfare services — emergency clothing. In Canada, because of our climate, it is essential to provide for the most rapid possible supply of emergency covering and clothing for disaster victims.

Because we cannot predict when, where or for how many persons emergency clothing could be required, an Emergency Clothing Service should be developed in every community in Canada.

An effective emergency welfare services organization ensures the ability of a community to meet its welfare needs in either a war emergency or a peacetime disaster.

EMERGENCY WELFARE SERVICES ORGANIZATION

FUNCTIONS OF THE FIVE EMERGENCY WELFARE SERVICES

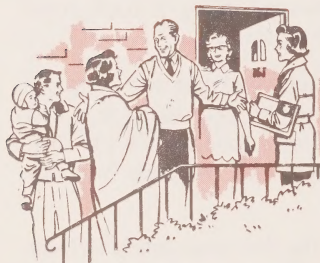
In a national emergency five emergency welfare services (EWS) would meet the basic needs of people.

(1) Emergency Clothing Service



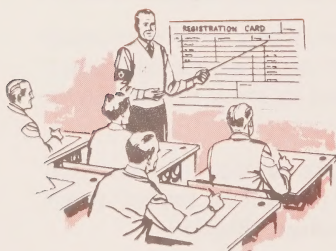
Clothing would be supplied in three stages to persons requiring it. Initially, emergency covering such as a blanket or coat might be required to provide adequate protection from the elements. As soon as possible people would be clothed in a manner which would permit them to work and care for themselves. When sufficient clothing stocks become available, there would be a return to the normal choice of type and size.

(2) Emergency Lodging Service



Temporary emergency lodging would be provided for homeless people who had not made their own emergency lodging plans or who, if they had made plans, were unable to carry them out in the initial emergency period. They would be lodged in private dwellings, in commercial facilities, and in other buildings used as congregate lodgings.

(3) Registration and Inquiry Service



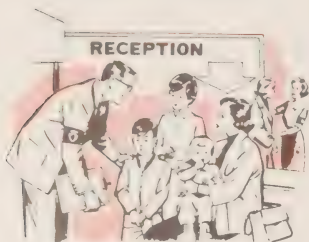
Members of separated families would be reunited as quickly as possible and inquiries concerning the safety and whereabouts of missing persons would be answered.

(4) Emergency Feeding Service



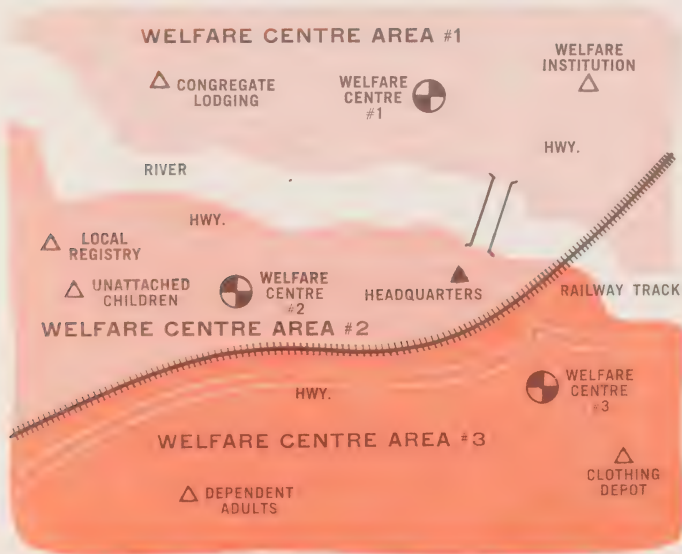
Evacuees and groups of people who had no food and/or facilities to prepare their own meals would be fed.

(5) Personal Services



Evacuees would be met at reception points. Unattached children and dependent adults separated from their families would be cared for. The special needs of relocated welfare institutions would be looked after. Individual counselling would be given and material assistance in cash or in kind would be made available to those in need.

WELFARE CENTRE



A welfare centre is the basic emergency welfare services operational unit in a reception community. Each centre services a specified area. Evacuees arriving in reception communities would be directed to the centres where they would be given the emergency services they require.

A reception community, divided into welfare centre areas with a welfare centre in each, as well as other emergency welfare services installations is illustrated below.

MOBILE EWS TEAMS



In addition to providing emergency welfare services in welfare centres, it would be necessary to take services to people by means of mobile EWS teams — either individual service teams or complete welfare centre teams.

These teams would provide initial emergency welfare services to people brought out of the damaged areas or fallout areas, taking care of their most urgent needs before they travel, perhaps long distances, to the nearest welfare centres. Complete welfare centre teams would set up and operate welfare centres where required, conditions permitting. Other teams might assist centres with a heavy workload. Every welfare centre should be prepared to provide mobile teams.

GENERAL EWS PLANNING ASSUMPTIONS

EWS planning for the needs of people during a disaster must be based on certain assumptions. The assumptions are that:

- (1) The emergency would occur in bad weather conditions.
- (2) There would be some warning of possible attack on the country (it might be hours or minutes).
- (3) There would be traffic control along evacuation routes.
- (4) Large numbers of people would require accommodation, food and clothing.
- (5) Evacuees suffering from shock would need individual attention.
- (6) In a given group of 1,000 evacuees, 560 would be heads of families and single householders (440 dependents).¹
- (7) Supporting municipal emergency services would be available.

¹Dominion Bureau of Statistics (DBS) figures.

- (8) Emergency orders and regulations would provide for price control and for the control and rationing of supplies.
- (9) A monetary system and the banking system would continue to function in undamaged areas.

GOVERNMENT RESPONSIBILITY FOR EWS

The survival of the population in a nuclear war would be the responsibility of the three levels of government in Canada. Therefore the peacetime planning and development of EWS must also be a federal, provincial and municipal government responsibility.

FEDERAL GOVERNMENT

The Emergency Welfare Services Division, Department of National Health and Welfare is assigned emergency responsibilities as specified in the Civil Emergency Measures Planning Order, P.C. 1965-1041.

Planning and Organizing Responsibilities

The federal planning and organizing responsibilities are:

- (1) Developing and recommending basic EWS policies, plans and procedures which can be applied throughout Canada.
- (2) Providing EWS specialist courses for key EWS personnel at the Canadian Emergency Measures College.
- (3) Assisting provinces in planning and organizing their EWS programs, which includes assistance with inter-provincial planning and with training.
- (4) Developing and producing operational supplies and equipment such as mobile feeding units, welfare centre kits and operational forms.
- (5) Producing public educational materials, such as pamphlets and displays.
- (6) Producing training materials, such as precis, manuals, filmstrips and films.
- (7) Coordinating EWS federal plans with those of other government departments and agencies, and with voluntary agencies.
- (8) Coordinating EWS policies and procedures with those of the U.S.A.
- (9) Planning for the continuity of the Welfare Branch of the Department, and assisting provincial welfare departments with the planning for the continuity of their essential welfare programs.

Operational Responsibilities

The federal operational responsibilities are:

- (1) To give advice on request, to any province regarding the operation of EWS.
- (2) To obtain assistance from one province on behalf of another, when requested.
- (3) To continue the essential functions of the Welfare Branch of the Department.

PROVINCIAL GOVERNMENT

In wartime, provincial welfare departments would be responsible for the continuing operation of their essential welfare programs. Existing welfare programs would, however, not be able to handle the mass welfare problems of a national disaster. Hence, provincial welfare departments have the responsibility and authority to plan and organize EWS in peacetime and to operate them in wartime.

Provincial EWS Director

In the field of planning and organizing, the provincial EWS director, assisted by his planning committee, has these responsibilities:

- (1) Organizing EWS at province and zone or welfare region/district levels where no zones are established or contemplated. They may do this either by using existing resources and/or by creating new services.
- (2) Selecting a provincial chief for each of the five EWS and zone EWS directors (using government employees where possible), establishing lines of succession at least two deep and ensuring that all these persons get adequate training.
- (3) Assisting municipalities in organizing EWS, in conjunction with the zone EWS director.
- (4) Developing and implementing a coordinated EWS training program throughout the province.
- (5) Coordinating EWS plans with those of other related government departments (Health, Municipal Affairs) and agencies, and with voluntary agencies.
- (6) Preparing the provincial EWS plan.
- (7) Planning for the continuity of the provincial welfare department.

The operations functions of the provincial EWS director would be:

- (1) To operate EWS.
- (2) To advise on the formulation of EWS policy.

- (3) To interpret emergency orders, regulations and directives to zone EWS directors.
- (4) To keep federal EWS informed regarding the provincial EWS situation.
- (5) To continue essential welfare programs.
- (6) To advise the heads of the provincial component in Regional Emergency Government Headquarters regarding any necessary movement of evacuees between zones.

Provincial Chief of Emergency Clothing

Under the direction of the provincial EWS director, the provincial chief of emergency clothing assisted by his planning committee has several planning and organizing responsibilities. They are:

- (1) Advising on selection of zone or welfare region/district chiefs for the service, establishing at least two lines of succession and ensuring that these people receive adequate training.
- (2) Developing and maintaining a detailed provincial EC plan which coordinates the zone EC plans.
- (3) Coordinating plans and procedures with all emergency services including other EWS, and other departments and agencies from which the service will require, and to which it will provide, operational support.
- (4) Stimulating, advising and assisting the zone EC chiefs in planning and organizing the service in their zones.
- (5) Preparing and conducting provincial EC courses and assisting with other training courses as required.
- (6) Developing and conducting EC training exercises.
- (7) Maintaining records of the state of organization of EC within the province.
- (8) Assisting with the EWS public information program.
- (9) Collecting resources data for operations use.
- (10) Ensuring that all essential EC reference material and records of resources for operations are at the emergency government site.

Under the EWS director, the operations functions of the provincial chief of EC would be:

- (1) To control the overall operation of EC from the emergency government site.
- (2) To continually analyse the situation, including problems related to resources (supplies, equipment and personnel).

- (3) To advise the EWS director on the current provincial EC situation.
- (4) To carry out instructions received from the EWS director affecting the service.
- (5) To make policy decisions regarding EC in the province.
- (6) To provide technical advice to other levels as requested.

ZONE

Where zones have been created in a province, the zone EWS director is the link between provincial and local governments in emergency welfare matters. In provinces having no zones, the following responsibilities will be undertaken by the welfare region, district, or area EWS director and EC chief.

Zone EWS Director

The zone EWS director, who would be an employee of the provincial department of welfare assisted by his planning committee, has these peacetime responsibilities:

- (1) Selecting the zone EWS chiefs and establishing lines of succession ensuring that those involved receive adequate training.
- (2) Assisting municipal governments in planning and organizing their EWS.
- (3) Coordinating the EWS plans of likely target areas and reception communities in the zone.
- (4) Coordinating the resources of government welfare departments and agencies with voluntary agencies in the zone.
- (5) Preparing a written zone EWS plan.
- (6) Coordinating zone EWS operational plans with those of other emergency services and with the provincial EWS plan.
- (7) Assisting with municipal training programs and exercises.

The operations functions of the zone EWS director would be:

- (1) To direct and coordinate EWS operations of municipalities in the zone.
- (2) To implement instructions received from the provincial EWS director.
- (3) To interpret legislation to municipal EWS directors.
- (4) To direct mobile EWS teams engaged in supporting re-entry operations.
- (5) To preserve continuity of essential government welfare services within the zone.

- (6) To advise upon the distribution of evacuees from damaged and heavy fallout areas.
- (7) To keep the provincial EWS director and zone Emergency Government Headquarters informed of the EWS situation within a zone.

Zone Chief of EC

Under direction of the EWS director, the zone chief of EC has these planning and organizing responsibilities:

- (1) Developing and maintaining a detailed zone EC plan which coordinates the municipal EC plans.
- (2) Stimulating, advising and assisting the municipal EC chiefs in planning and organizing the EC service.
- (3) Initiating and assisting with training courses and exercises as required.
- (4) Providing advice and assistance to municipal EC chief in conducting EC resource surveys.
- (5) Coordinating plans and procedures with all emergency services including other EWS and other departments and agencies from which the service will require, and to which it will provide, operational support.
- (6) Maintaining records of the state of organization of the EC service in municipalities within the zone.
- (7) Ensuring that all essential EC reference material and records of resources for operations are at the zone emergency government site.

Under the EWS director, the operations functions of the zone chief of EC would be:

- (1) To control the overall operation of EC within the zone.
- (2) To direct municipalities in accordance with instructions received from the zone EWS director and the provincial EC chief.
- (3) To provide technical advice to municipal EC chiefs as required.
- (4) To advise on the best use of EC supplies, equipment and personnel within the zone.
- (5) To advise the zone EWS director on the current situation including EC problems which arise.
- (6) To assist unorganized communities or areas in the zone.

MUNICIPAL GOVERNMENT

Local communities would be responsible for providing emergency welfare services directly to disaster victims arriving in their area and to local inhabitants in need.

Municipal EWS Director

The EWS director, assisted by his planning committee has these peacetime responsibilities:

- (1) Developing an EWS plan for the municipality.
- (2) Establishing welfare centre area boundaries in cooperation with the municipal coordinator, and other municipal emergency services.
- (3) Selecting welfare centres in consultation with the coordinator and other municipal emergency services.
- (4) Selecting chiefs of the five EWS, establishing lines of succession and ensuring that those involved receive adequate training.
- (5) Integrating public and private welfare resources within EWS.
- (6) Developing and implementing an EWS training program.
- (7) Coordinating EWS plans with those of other MES in the community.
- (8) Coordinating the municipal EWS plan with the zone EWS plan.

In operations, the responsibilities of the EWS director would be:

- (1) To direct and operate EWS in the municipality.
- (2) To interpret legislation.
- (3) To arrange for supporting MES as required.
- (4) To decide on priorities for use of EWS supplies, equipment and personnel within the municipality.
- (5) To keep the zone EWS director informed regarding the EWS situation in the municipality.

Welfare Centre Manager

Each welfare centre is administered by a manager who is appointed by, and is directly responsible to the EWS director. The manager has the following planning and organizing responsibilities:

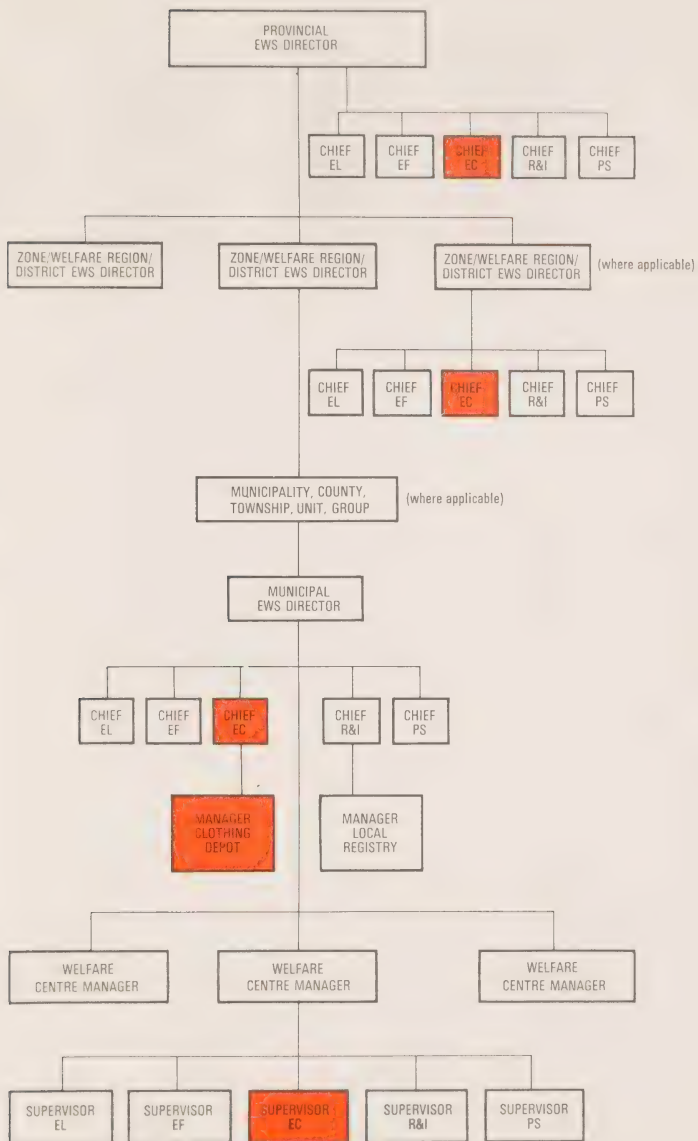
- (1) Preparing the plan for his welfare centre and welfare centre area.
- (2) Establishing and maintaining liaison with other MES in his welfare centre area through the EWS director.
- (3) Conducting welfare centre exercises.

In operations, the welfare centre manager would be responsible for setting up and operating the welfare centre and directing EWS in the welfare centre area. The manager, upon instructions, would staff, equip and dispatch mobile EWS teams.

Duties of the municipal EC chief and supervisors are dealt with in Chapter VII.

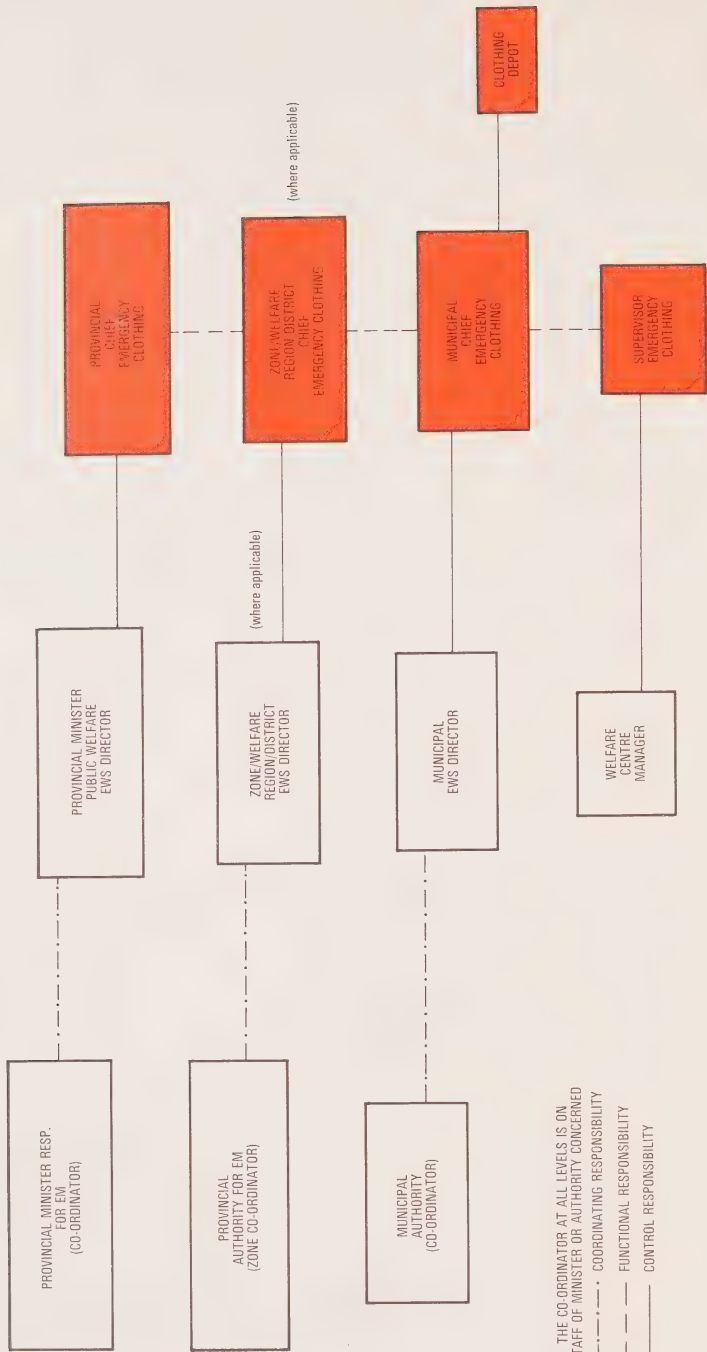
EMERGENCY WELFARE SERVICES ORGANIZATION

(Provincial, Zone and Municipal Levels)



EMERGENCY WELFARE SERVICES

Chart showing suggested *EMERGENCY CLOTHING SERVICE* organization structure at all levels, with lines of authority for operations.



THE CO-ORDINATOR AT ALL LEVELS IS ON STAFF OF MINISTER OR AUTHORITY CONCERNED

- - - - - COORDINATING RESPONSIBILITY
- - - - - FUNCTIONAL RESPONSIBILITY
- - - - - CONTROL RESPONSIBILITY

THE EMERGENCY CLOTHING SERVICE

OBJECTIVES

The objectives of the Emergency Clothing service are:

- (1) To prevent loss of life from exposure.
- (2) To meet clothing needs until normal sources of supply are available.

ACTIVITIES

The activities of the EC service would be carried on in reception community welfare centres, at other sites within welfare centre areas, at the emergency clothing depot, and in damaged areas if needed.

SERVICES PROVIDED

In Welfare Centres

Many of the evacuees directed to welfare centres might be inadequately clothed. Those requiring immediate emergency covering would be given a blanket or coat to protect them against exposure before assignment to temporary lodging. Later, when supplies of clothing have become available, evacuees would return to welfare centres to be outfitted with clothing that would permit them to work and care for themselves. Operational procedures are outlined in Chapter VIII and forms used are described in detail in Appendices "C" "D" "E" and "F".

Within Welfare Centre Areas

Mobile EC teams provided for in the staff establishment of each welfare centre would take clothing, if required, to patients being discharged from existing and emergency hospitals and residents of evacuated welfare institutions, as well as to unattached children and dependent adults accommodated in congregate lodging facilities.

At Emergency Clothing Depot

All clothing requisitioned or collected in the community, whether new or used, is delivered to the clothing depot for sorting and distribution to welfare centres. Used clothing

requiring repairs or cleaning would be separated from clothing fit for immediate issue. No retail issues to evacuees would be made at the clothing depot.

In Damaged Areas

Mobile EC teams may be required to proceed to the forward areas on the fringe of the damaged area to provide emergency covering to survivors.

EMERGENCY CLOTHING SERVICE ASSUMPTIONS

The following EC assumptions supplement the general EWS assumptions in Chapter I.

- (1) The emergency would occur at the worst time of year, i.e. in the winter months.
- (2) Unless emergency covering were available, many people would quickly die of exposure.
- (3) There would be a serious shortage of new clothing as the clothing manufacturing industry is concentrated in a few large cities which would be in high risk of damage areas.
- (4) The major source of supply would be clothing donated from private homes.
- (5) Twenty percent of evacuees would require full or partial outfits of clothing.
- (6) Blankets or coats would be the only items available for emergency covering.



EMERGENCY CLOTHING SERVICE ORGANIZATION

If the need for emergency clothing is to be promptly met, planning and organizing must be done in peacetime. A well-organized EC service should exist in every community, ready to begin operations immediately an emergency occurs.

In this chapter the steps which should be taken to organize the service in a community are outlined. (See the municipal EWS organizational portion of chart showing the suggested emergency clothing service organization structure in Chapter I.)

BASIC ORGANIZATION

The organization of the service begins in a community with the appointment of the chief of EC by the EWS director. Before the chief of EC is appointed however there should be:

- (1) A municipal coordinator.
- (2) A basic municipal civil emergency plan.
- (3) An EWS director.
- (4) An EWS planning committee.

CHIEF OF EC

Qualifications:

- (1) Executive ability.
- (2) Knowledge of clothing (new or used).
- (3) Knowledge of the community.

Training:

To prepare him for his EC role, regardless of his previous experience, the chief will need further training which should include a general Emergency Measures/EWS orientation course and a federal or provincial EC specialist course.

Responsibilities:

The chief will be responsible for the development of the total EC service for the community. In particular, his overall responsibility will include:

- (1) Selecting and arranging for the training of staff.
- (2) Dividing the community into areas for the collection of used clothing.
- (3) Recommending through the EWS director to the municipal coordinator, a suitable building for the emergency clothing depot.
- (4) Establishing and maintaining workable plans and relationships with other municipal emergency services.
- (5) Conducting new and/or used clothing surveys of the community when required.
- (6) Conducting EC training courses and exercises for workers.

DEPUTY CHIEFS

Because new and used clothing are two completely separate operations, it is suggested that in larger communities the next step will be appointment of two deputies by the chief. One of them should be an expert in the area of new clothing and the other in that of used clothing. An alternative would be the appointment of one deputy who would be an expert in the used clothing field if the chief is in the new clothing business, or vice versa.

Training:

The deputy chief(s) should undergo the same training as the chief.

PLANNING COMMITTEE

To assist him in the detailed planning of the service, the chief should select a committee of appropriate residents.

Composition:

In selecting members to form the planning committee, the chief should call upon experienced people in related fields such as:

- (1) The welfare agencies and organizations experienced in used clothing operations.
- (2) Retail and/or wholesale clothing outlets.
- (3) Tailor shops.
- (4) Dry cleaning and laundry establishments.
- (5) Shoe stores.

Functions:

The committee would be responsible for assisting the chief in:

- (1) Developing the EC service.
- (2) Preparing an overall EC plan for the community.
- (3) Making a continuing assessment of the problems likely to arise.

EC SUPERVISORS

The chief should appoint an EC supervisor for each welfare centre. An assistant supervisor also may be required in some welfare centres depending on the workload. The supervisors would be functionally responsible to the chief and administratively responsible to the welfare centre managers.

The direct link between the chief and supervisors is necessary for technical advice and assistance. It should not affect the welfare centre manager's executive and administrative control of the work of his staff.

Qualifications:

A supervisor should have the following qualifications:

- (1) Organizing and administrative ability.
- (2) Experience in the field of used or new clothing.
- (3) Experience in working with people.

Training:

A supervisor's training should include a general Emergency Measures (EWS) orientation course and a federal or a provincial EC specialist course.

Responsibilities:

A supervisor of EC will be responsible for:

- (1) Organizing and supervising the EC service operation in the welfare centre and welfare centre area.
- (2) Providing specific information regarding space, equipment, supplies and staff required by the EC service in the welfare centre.
- (3) Assisting with the selection and training of EC workers.
- (4) Assigning specific positions to workers.
- (5) Conducting exercises for welfare centre EC workers.

EMERGENCY CLOTHING DEPOT MANAGER

The emergency clothing depot manager will be appointed by the chief of EC, to whom he will be directly responsible for the collection of used clothing in the community and for the operation of the emergency clothing depot.

Qualifications:

The qualifications which a manager should have include:

- (1) Organizing and administrative ability.
- (2) Sound knowledge of used clothing sorting.
- (3) Knowledge of the community.
- (4) Ability to train emergency clothing depot workers.

Training:

A manager's training should include a general Emergency Measures/EWS orientation course and a local EC course.

Responsibilities:

Under direction, the manager will be responsible for:

- (1) Plans for the collection of used clothing in the community.
- (2) Plans for the operation of the emergency clothing depot.
- (3) Arrangements to secure the required equipment.
- (4) Assisting with the selection and training of emergency clothing depot workers.
- (5) Assigning specific tasks to workers.

LINES OF SUCCESSION

To ensure continuity of direction and authority during an emergency, two alternates should be chosen for each key staff position (chief, supervisors and emergency clothing depot manager).

SELECTING AND TRAINING WORKERS

The number of EC workers required to carry out the EC functions will vary among communities. The chief, supervisor and clothing depot manager will determine the total staff requirements for the service. The key EC staff (workers assigned for the collection of used clothing, sorters and clothing issue room workers) need to be selected and trained prior to an emergency. Other EC workers assisting in distribution could be recruited at the time of emergency and briefed regarding their duties.

Qualifications:

No special qualifications are required but those recruited will need to realize the great importance of providing a kind, sympathetic reception along with clothing issued in an emergency.

Training:

A suggested timetable for a local EC course for workers requiring training is included in Appendix "K".

STEPS IN DEVELOPING THE EMERGENCY CLOTHING SERVICE

Since there is no existing organization in the community which can be quickly expanded to provide emergency clothing for the large numbers which might need it, one must be created. However, this would not normally be done until:

- (1) An active municipal emergency measures organization is in being.
- (2) A municipal EWS director has been appointed and trained.

A community which has taken these steps in emergency preparations is ready to develop an EC service.

RESPONSIBILITY FOR DEVELOPMENT

Plans for the EC service should be developed by the EC chief assisted by his planning committee, in consultation with the EWS director, chiefs of other EWS and municipal emergency services when necessary (Chapter III).

The following factors should be considered in planning for the EC service:

- (1) Emergency covering (blankets or coats) would be needed immediately following a major disaster.
- (2) Mobile EC teams may be required to transport supplies of emergency covering to the forward areas on the fringe of the disaster to cover survivors pending transport to welfare centres in reception communities (see Chapter VII).
- (3) Sources of supply of new clothing may be limited or cut off entirely for an indefinite period following a nuclear attack.
- (4) Pending acquisition and distribution of replacement clothing to welfare centres for issue, the only covering immediately available to survivors would be blankets or coats. This emphasizes the need for preplanning and a trained organization to ensure that re-clothing of evacuees can be commenced as quickly as possible.

GUIDELINES FOR EC PLANNING AND ORGANIZATION

The development of the EC service in a municipality should be undertaken in logical stages. The following steps are suggested:

- (1) Appointing and training the EC chief.
- (2) Forming an EC planning committee.
- (3) Conducting surveys of local clothing resources (see Chapter V).
- (4) Appointing and training a clothing depot manager and an EC supervisor for each welfare centre.
- (5) Deciding on EC requirements in each welfare centre and the clothing depot (space, supplies, equipment), (see Appendix "H").
- (6) Planning with other municipal emergency services to obtain equipment, supplies and essential supporting services when required (e.g. transport, supply, engineers).
- (7) Selecting and training workers (see Appendix "K").
- (8) Preparing a written EC operational plan.
- (9) Conducting EC exercises to train workers in welfare centre and clothing depot operations.

THE EC PLAN

The written EC plan becomes a part of the municipal EWS plan which in turn is part of the complete civil emergency plan for the community.

The EC plan must be:

- (1) Written.
- (2) Clear.
- (3) Concise.
- (4) Flexible.
- (5) Kept up-to-date.

The plan must be approved by the municipal EWS director. Copies of the EC plan should be held by:

- (1) The zone or welfare region district chief of EC.
- (2) The EWS director.
- (3) The EC chief.
- (4) The EC supervisor of each welfare centre.
- (5) The clothing depot manager.

CONTENT OF THE EC PLAN

A plan usually consists of a main body with basic data, and appendices containing data which may require frequent revision (e.g. lists of names and addresses, alternates, maps, etc.).

Main Body

The main body should contain:

- (1) Date of the current plan.
- (2) Service organization chart showing positions and lines of authority.
- (3) Warning chart and system for alerting and mobilizing staff.
- (4) Responsibilities of chief.
- (5) Overall responsibilities of the welfare centre manager(s).
- (6) Responsibilities of supervisor(s).
- (7) Responsibilities of clothing depot manager.
- (8) Basic policies of operation.
- (9) Means of communication between:
 - Chief at municipal headquarters and supervisor(s) at welfare centre(s)
 - Chief at headquarters and clothing depot manager
 - Municipal chief and zone chief
 - Clothing depot manager and supervisor(s).
- (10) Number of evacuees planned for the community, obtained from the EWS director.
- (11) Operational procedures for:
 - obtaining supplies and equipment (e.g. from the War Supplies Agency and/or private welfare agencies and organizations)
 - obtaining support from other municipal emergency services
 - obtaining extra workers if required.

Appendices

The appendices to the plan should contain the following information:

- (1) Names, addresses, telephone numbers and lines of succession of EC key staff (chief, supervisor(s), clothing depot manager).
- (2) An up-to-date list of all trained workers, with addresses and telephone numbers.

- (3) Operational EC orders for each welfare centre including:
 - number of evacuees assigned to the welfare centre
 - staff establishment at welfare centre and for mobile teams
 - equipment required and its location
 - supplies required and their location
 - the number of EC forms required and their location.
- (4) Operational orders for the clothing depot including:
 - staff establishment
 - equipment required and its location
 - supplies required and their location
 - diagram of layout of space allotted to clothing depot.
- (5) Job descriptions for EC workers.
- (6) A composite map of the community which indicates the location of all installations related to EC operations (e.g. welfare centres), welfare centre area boundaries, the location of existing and emergency hospitals, of congregate lodging facilities, and of pre-determined locations for evacuees from welfare institutions.

EXERCISES

After the EC plan has been written and after key workers have been recruited and trained, the next step is that of testing plans and procedures and the workers' performance.

This can be done by a series of exercises. The first ones should be paper exercises. These can be followed by progressively larger and more complicated ones involving more services. For example, exercises involving:

- the EC service only in the clothing depot and one welfare centre .
- all five EWS in one welfare centre
- all municipal emergency services in a welfare centre area including a test of clothing collection plans
- finally an exercise involving all EWS, welfare centres if more than one planned in the community, welfare centre areas and the general public.

Each exercise should be carefully assessed afterwards to correct operational deficiencies. The written plan should then be revised as required.



CLOTHING RESOURCES

There is no doubt that ideally, evacuees would receive new clothing. This is possible in peacetime disasters whereby people can be given vouchers for exchange at retail stores or sent to private welfare agencies. But in the conditions following a nuclear attack, the need for clothing would be far beyond the resources of the clothing industry. A study of the Canadian situation shows that the supply of new clothing is relatively limited and largely concentrated in a few high risk areas.

(1) Retail Supplies

The modern retail store method of buying only small quantities, sufficient for current demands, avoids the business hazard of having to carry over large stocks. From an emergency point of view, this means that even before mid-winter there is very little warm outer clothing left in retail stores.

(2) Wholesale Supplies

The wholesale situation also presents a similar picture during the severest winter weather. Because the wholesaler stocks supplies several months ahead of season, a winter emergency would find him with stocks of spring and summer clothing.

(3) Manufacturers' Supplies

If we then turn to our last potential source of new material, the cloth manufacturer, we discover that cloth is not woven until the actual order for it has been received. Hence there is very little backlog of manufactured material on hand at any time. The obvious conclusion is that the need, following any major attack on Canada's target areas would very quickly exhaust the relatively small supply of new clothing available. Therefore we must plan to make use of both new and used clothing in an emergency.

(4) Private Homes



The greatest reserve supply of clothing exists in the clothes closets of private homes across Canada. Past disaster experience has shown that generous people will quickly make these supplies available to those in need. The problem is therefore one of organizing and training the emergency clothing service for speedily making use of this potential.

To summarize, the supply sources would be:

- (a) Blankets and new clothing requisitioned through the War Supplies Agency.

- (b) Blankets and used clothing in stock in voluntary welfare organizations.
- (c) Blankets and used clothing collected *after* a disaster:
 - (i) From private homes in the reception areas and
 - (ii) If necessary on a provincial or nationwide basis.

Survey of Local Clothing Resources

In order to plan for the operation of the EC service, detailed information regarding quantity, type, location and availability of local resources would be essential. These resources fall into three broad groups:

- (1) New clothing, blankets and footwear.
- (2) Used clothing, blankets and footwear.
- (3) Equipment and supplies required for the sorting of clothing at the clothing depot and for the distribution of clothing at the welfare centre(s).

The peacetime planning for the supply of *new* clothing, blankets, footwear, equipment and supplies for emergency use is the responsibility of the Emergency Supply Planning Branch (ESPB) of the Department of Defence Production. In time of emergency this organization would be absorbed by the War Supplies Agency (WSA).

ESPB has indicated that new stocks in warehouses, wholesale and retail establishments would come under the control of the WSA and would be released only on WSA authority.

Coordination of Supply Information

Requests for information concerning the availability of new clothing, blanket and footwear stocks, new equipment and new supplies, should be directed to the ESPB Regional Director. If there has not been a local WSA supply officer appointed, the EWS organization may conduct surveys of those EWS supplies at the retail level in the local area which would be controlled and/or rationed by the WSA in an emergency. It must be stressed, however, that if the WSA local supply officer has been appointed, the information should be requested from him. Data obtained by EWS must be made available to the local WSA supply officer when he is appointed.

Conducting EC Surveys

In the absence of specific information, the EC service should conduct surveys of all available new clothing, blankets, footwear, equipment and supplies essential to its emergency operation at the retail level in the local area. In addition, a survey of used serviceable clothing, blankets and footwear stocks normally maintained by private welfare agencies and other potential sources of blankets and bedding such as hotels, motels, camps and institutions, should be made. The chief of EC has the overall responsibility but would be assisted by members of the EC planning committee.

Individual members of the planning committee could direct the necessary surveys in specific areas of their community. All survey workers should be briefed by the chief concerning a common approach and the details to be recorded.

The proposed surveys must be approved by municipal authorities. Also, the ESPB Regional Director or area officer must know that they are to be conducted. Each person or establishment to be contacted must be forewarned of the survey and know its purpose. This information could be conveyed by a form letter signed by a municipal authority.

It is not always necessary for survey workers to obtain and record the information. Instead, survey forms could be left with the owner or manager to complete from his records and inventories. He must be assured that the confidentiality of certain information will be preserved.

All community surveys should be coordinated. If another EWS besides the EC service requires information for its own purposes from the same source, it should, whenever possible, be obtained at the same time.

The collected data should be tabulated, collated as required, and retained at headquarters as records of resources for operations when needed.

Clothing Survey Form

A suggested form for conducting a survey of clothing stocks available in local areas is attached as Appendix "A".

This particular form merely requires the recording of the number of units, pairs or dozens of the items listed, estimated as accurately as possible to be in stock at the date indicated on the top of page one. Separate returns for each location of the firm (main establishment, branch or associate stores and warehouses) should be completed.

The completion of four copies of the form is suggested in order that the municipality and zone may each retain a copy in their essential records for operational use in an emergency. The remaining two copies would be for the War Supplies Agency supply officer when appointed.

Clothing Equipment and Supplies

Anticipated requirements and the location of equipment and supplies for the sorting of clothing at the clothing depot, and for the distribution of clothing at the welfare centre(s), should be determined and recorded in the EC plan when the sites of these operating facilities have been selected.

A list of these items and their location should be made known to the local WSA supply officer and/or municipal emergency supply officer when he is appointed.

(Suggested emergency clothing service requirements for space, equipment and supplies at operational sites are outlined in Appendix "H".)

Ancillary Services

A survey of cleaning, laundry, shoe repair and tailoring establishments in the local area should be carried out and records maintained showing names, addresses and telephone numbers. In addition to the requirement for their services by the clothing depot manager they would provide a source of experienced personnel to staff the EC service.



THE EMERGENCY CLOTHING SERVICE IN OPERATION

Basic principles and procedures for the operation of the EC service must be determined in advance. There would be no time to make such decisions after the emergency occurred. The following principles apply:

BASIC PRINCIPLES OF OPERATION

- (1) A basic outfit of clothing per person, as needed, will be supplied to evacuees in accordance with stocks available. (See Appendix "B".)
- (2) Used clothing is the main source of supply.
- (3) Emergency clothing will be issued without question to those in need during the shock phase.
- (4) Controlled distribution of clothing, including records, should be set up as soon as possible. The second (pink) copy of the clothing issue form is forwarded to personal services for retention in case index files. (See Appendix "C".)
- (5) In addition to use as emergency covering, blankets will be provided as required for congregate lodging purposes.

THE STAGES IN CLOTHING OPERATION

The provision of clothing to those in need would take place in the following three stages, which in any disaster operation would merge into each other:

(a) Emergency Covering Stage

Immediately following a disaster, the main objective is the provision of emergency covering in order to prevent loss of life from exposure. Warmth and speed of service is all important. The supply items of greatest value during this stage would be woolen blankets and coats. Blankets can be used as a complete covering for a person, and they also may be cut up and wrapped around the feet, hands and head to serve as temporary covering until shelter is reached.

(b) Emergency Clothing Stage

It is important that evacuees be sufficiently clothed for warmth and decency as soon as possible in order that they can work and care for themselves. The objective in this stage is to provide adequate warm clothing to all in need without attempting to satisfy personal tastes. This is the major task. It is anticipated that evacuees in need of clothing may have to proceed to emergency lodging in private dwellings or congregate facilities with only emergency covering, and return to welfare centres for outfitting when sufficient stocks of clothing have been collected and processed for issue. This emphasizes the need for pre-planning and trained organization to make clothing available as speedily as possible. During this stage which may last for several weeks, clothing would be issued free and without question to those obviously in need.

(c) Return to Normal Stage

In this last stage people would wish to obtain clothing in accordance with their personal tastes from retail clothing stores in the normal manner if possible. This would depend on many factors and could conceivably take many months if a number of the larger Canadian cities were struck and the clothing factories destroyed. Where funds are required they would be provided by public welfare authorities after interviews in which they or the personal services section have verified the need.

THE EC SERVICE IN OPERATION

Alerting

At the time of a national alert, EC workers would be alerted by the established warning system for that community (e.g. a "fan out" system). A system which did not rely solely on the use of telephones would be advisable.

Mobilizing

After being alerted, staff would mobilize:

- (1) The EC chief would go to Municipal Emergency Government Headquarters.
- (2) EC supervisors and staff would report to the manager of the welfare centre to which they had been assigned.
- (3) The clothing depot manager and his staff would go to the clothing depot.
- (4) EC staff evacuating from a high risk of damage area would report to a welfare centre in the reception community where they arrive.

OPERATIONS IN RELATION TO THE THREE TIME PHASES

Operations and demands on the EC service would vary in the three phases — pre-attack, shock and recovery.

After mobilization, EC activities at the operational sites — headquarters, welfare centres and within welfare centre areas — can be generally outlined as follows:

HEADQUARTERS

Pre-Attack Phase

The EC chief, under the general direction of the EWS director would set up the allotted space at headquarters and implement the EC plan. Records of clothing resources would be verified and procurement action instituted. A message log must be established to record all incoming and outgoing action messages (see Appendix "L"). A shift system must be arranged with his deputies.

The chief would check on the state of readiness of the clothing depot and instruct the clothing depot manager to

proceed with plans for the procurement of emergency covering and the collection of used clothing in the community.

If required, the chief might direct the EC supervisors at the welfare centres to detail some EC workers to report to the clothing depot to assist in the clothing collection in the respective welfare centre areas, and to prepare stocks of emergency covering for use by mobile EC teams and for distribution to each welfare centre.

Pre-attack evacuees would likely arrive in a fairly steady stream during this phase but there would be no requirement for clothing.

Situation reports to the municipal EWS director for transmission to the zone EWS director would include only a general evaluation of the local EC situation and the state of readiness.

Shock Phase

Following a nuclear attack, requests for mobile EC teams to go forward to damaged areas with emergency covering, or to proceed to reception communities where the EC service had not been organized, might be received from zone headquarters. The chief would decide which welfare centre(s) could provide teams and advise the EWS director.

The primary task in the first day or two would be the procurement and collection of new and used clothing, processing and sorting into initial stock for each welfare centre. Until this were complete, evacuees would proceed to lodging having been issued with emergency covering only. The chief should ensure that EC workers, in addition to preparing the clothing section at the welfare centres for issues, assist the clothing depot in assembling initial stocks for their particular welfare centre.

Recovery Phase

In this phase, clothing stocks and issues might be concentrated in one welfare centre. Issues would be controlled and the personal services section would interview applicants requesting clothing and authorize issues as necessary. Clothing authorized would be issued by the clothing section, or would be procured by voucher or with cash from operating retail stores depending on local conditions. The chief would give policy direction and would instruct the clothing depot manager and EC supervisors to discontinue certain operations.

WELFARE CENTRES AND WELFARE CENTRE AREAS

Pre-Attack

There would be no requirement for clothing issues in this phase. The EC supervisor would instruct all EC workers, other than those required to assemble the equipment and supplies for the pre-planned clothing issue rooms, to proceed to the clothing depot to assist in the collection and sorting of emergency covering and clothing. The first task would be to prepare stocks of emergency covering for each welfare centre and mobile EC team; stocks for each welfare centre to be delivered as soon as ready and stockpiled adjacent to the reception entrance.

Shock Phase

Emergency covering would be issued to evacuees in need at the reception entrance. Mobile EC teams might be directed to proceed to forward areas and advanced treatment centres (ATCs) with emergency covering for survivors pending their being moved to reception communities. Clothing issue rooms would be made ready and as soon as a sufficient initial stock had been received from the clothing depot, distribution to evacuees might be started.

Mobile EC teams might be required to take clothing to unattached children and dependent adults in congregate lodging and to patients being discharged from hospitals.

Recovery Phase

Issue of clothing would gradually taper off. If still required it could be maintained in one welfare centre in the community.

STAFF DUTIES IN MUNICIPAL OPERATIONS

Successful operation of the EC service depends on a clear understanding of the duties of the staff. A description of each follows:

EC CHIEF AT HEADQUARTERS

Under the direction of the EWS director, the chief would:

- (1) Direct EC operations in the community.
- (2) Implement the EC plan and operating procedures.
- (3) Make decisions with regard to the best use of EC staff.
- (4) Coordinate EC plans with those of other EWS and MES, requesting assistance from these services as necessary.
- (5) Authorize requisitions for clothing stocks received from EC supervisors in conjunction with clothing depot manager, ensuring equitable distribution of stocks available.
- (6) Authorize requisitions received from clothing depot manager for supplies of new clothing on the municipal supply officer.
- (7) Request extra supplies, equipment and staff through the EWS director from zone headquarters if required.
- (8) Maintain stock records of clothing supplies on hand in welfare centres and the clothing depot using forms prescribed in Appendices "D" and "E".
- (9) Take action on incoming messages and maintain a message log (Appendix "L").
- (10) Provide the EWS director with periodic situation reports.

EC SUPERVISOR AT WELFARE CENTRE

The supervisor is responsible to the welfare centre manager regarding administrative matters and to the EC chief for the technical operation of the service. He would:

- (1) Set up and operate the EC section in the welfare centre.

¹Provincial and zone chiefs of EC carry out similar headquarters duties at their respective sites, but related specifically to their own administrative levels.

- (2) Direct the operation of EC within the welfare centre area.
- (3) Implement policies, procedures and changes in plans as directed by the EC chief.
- (4) Supervise, organize shifts and allocate duties to the EC staff.
- (5) Organize and despatch, on direction from the welfare centre manager, mobile EC teams.
- (6) Requisition additional supplies of clothing from the clothing depot through the EC chief, as required.
- (7) Maintain stock records as required.
- (8) Decide on priorities for the issue of clothing, in accordance with stocks available, consulting the EC chief as necessary.
- (9) Maintain liaison with the supervisor of personal services in connection with clothing requirements for unattached children and dependent adults in congregate lodging.
- (10) Provide situation reports to the welfare centre manager.

Assistant supervisors would be required to implement a system of shifts in the shock phase, and depending on the workload, train additional workers.

EC WORKERS

Under the direction of the EC supervisor, workers would:

- (1) Be responsible for a particular category of clothing.
- (2) Be responsible for the receipt of clothing supplies of the assigned category from the clothing depot, and arrangement of stock in bins and shelves according to item and size.
- (3) Issue articles of clothing available in accordance with items listed on the authorized issue voucher (Appendix "C").
- (4) Measure and assist with fitting as necessary.
- (5) Maintain bin cards and stock records as required.
- (6) Inform EC supervisor of stock replenishment needs.
- (7) When directed, interview evacuees and fill out issue vouchers for articles required and direct evacuees to section of issue room concerned.
- (8) Carry out such other duties as may be assigned by the EC supervisor.

CLOTHING DEPOT MANAGER

Under the direction of the EC chief, the manager of the clothing depot would:

- (1) Set up and operate the clothing depot in accordance with the EC plan.
- (2) Implement plans for the procurement of emergency covering and new clothing stocks through the municipal supply officer. Requisitions must be authorized by the EC chief.
- (3) Implement plans for the collection of used clothing from households in the community area and from private welfare agencies.
- (4) Supervise, organize shifts and allocate duties to the clothing depot staff.
- (5) Give priority to collection and distribution of emergency covering (blankets and coats) to welfare centres and mobile EC teams.
- (6) Request extra equipment, supplies and staff as required.
- (7) Ensure equitable distribution to welfare centres of clothing supplies available.
- (8) Maintain stock records as required.
- (9) Provide situation reports to the EC chief.

CLOTHING DEPOT WORKERS

Under the direction of the clothing depot manager, workers would:

- (1) Receive, sort, size and assemble for issue to welfare centres, supplies of new and serviceable used clothing and footwear.
- (2) Arrange for the cleaning and repair where necessary of used clothing and footwear.
- (3) Maintain stock records as required.
- (4) Carry out such other duties as may be assigned by the clothing depot manager.

MOBILE EC TEAMS

The staff establishment of each welfare centre provides for one EC mobile team in each shift. A mobile team consists of two trained workers.

Their duties would be:

- (1) Under the direction of the EC supervisor to take clothing required to evacuees within the welfare centre area.
- (2) At the request of zone headquarters, to proceed to the fringe of the damaged area with emergency covering for evacuees pending transportation to reception communities. They would take a supply of emergency covering to meet initial demand until further supplies are arranged by zone headquarters.
- (3) At the request of zone headquarters, form part of an EWS team to organize and operate these services where required.
- (4) If not required on mobile duties they would carry out normal tasks in the EC section of the welfare centre.

Operational control of EC teams would be assumed by zone headquarters once the team left the reception community.



EMERGENCY CLOTHING OPERATIONAL PROCEDURES

Upon mobilization the EC chief will issue instructions for the procurement of clothing stocks and the activation of EC facilities at the clothing depot and welfare centres in accordance with the EC plan and resource records.

PROCUREMENT OF NEW CLOTHING

The clothing depot manager should:

- (1) Raise requisitions on form EW 302 (see Appendix “F”) for the quantities of emergency covering items (blankets and coats) and items of new clothing indicated as available on the EC survey forms maintained as emergency operational resource records (see Chapter V). It is suggested these requisition forms might be prepared in advance of an emergency with only the quantities to be filled in from the most recent survey records.
- (2) Sign as requisitioning officer and forward to the EC chief for approval and transmission to the WSA supply officer and/or municipal emergency supply officer for procurement.

- (3) Arrange transport for the pickup and delivery to the clothing depot if delivery cannot be made by the supplier.
- (4) Verify quantities received and acknowledge receipt on supplier's delivery voucher.

COLLECTION OF USED CLOTHING

The clothing depot manager should:

- (1) Implement pre-arranged plans with Emergency Public Information Services for public announcement of the used clothing collection in the municipality. This may involve all communications media available such as press, radio, television and sound trucks. It is essential that it be made clear to the public that only *clean, serviceable* garments and footwear are wanted. Past experience of private welfare agencies indicates that a large percentage of used clothing received is only fit for scrap salvage. Time, space and effort is required to sort out the usable clothing.
- (2) Implement pre-arranged plans with transport for the provision of trucks and drivers ensuring that drivers are provided with route maps of the areas they are to cover.
- (3) Allocate helpers to each truck to collect from door to door. These could be untrained volunteers. Trained clothing workers and experienced volunteers from the clothing and cleaning industries should be employed at the clothing depot to receive, sort, size and assemble the clothing and footwear collected.
- (4) Supply each truck in accordance with pre-arranged plans with bags for householders to fill. These bags may be large strong paper or plastic. The use of these bags, if available, which could be distributed and picked up later will facilitate the collection and result in a faster, tidier operation at the clothing depot.

OPERATIONAL PROCEDURES AT EMERGENCY CLOTHING DEPOT

The first requirement for clothing depot operations is a suitable building. A dry, heated, single-storey warehouse with large open floor areas would be the most practical. (See Appendix "H" for equipment required.)

Layout of EC Depot

The floor area should be sub-divided into the following sections:

- (1) Receiving and shipping.
- (2) Incoming bulk holding.
- (3) Initial sorting and examination.
- (4) Cleaning and laundering.
- (5) Repair.
- (6) Serviceable clothing and blankets (6 sub-sections).
- (7) Serviceable footwear.
- (8) Serviceable bulk holding.

Initial Sorting and Examination

Receipts of new clothing, footwear and blankets requisitioned, and used clothing, footwear and blankets which have already been processed by private welfare agencies are delivered by the receiving section directly to the serviceable clothing sections of the depot.

Used clothing, footwear and blankets collected from households in the community require examination when unpacked on initial sorting tables. Here workers should:

- (1) Empty all pockets.
- (2) Discard worn out and unsuitable garments and footwear to a scrap salvage bin (mounted on castors).
- (3) Place garments and footwear requiring minor repairs in a bin (mounted on castors) for transfer to the repair section.
- (4) Place garments and blankets requiring cleaning or laundering in a bin (mounted on castors) for transfer to the cleaning and laundering section.
- (5) Using tags, sort all serviceable garments into size groups, small, medium and large. Ensure footwear is tied in pairs and mark the size on the sole.

Clothing and footwear made serviceable after repair and/or cleaning or laundering, on return to the EC depot are delivered by the receiving section directly to the serviceable clothing section concerned.

Serviceable Clothing Category Code

Rapid processing of used clothing requires a knowledge of the techniques of sorting and a category code system.

The five main categories into which clothing is sorted are with the code letter and code colour as follows:

<i>Category</i>	<i>Code Letter</i>	<i>Code Colour</i>
Men's Winter Clothing	M	Yellow
Women's Winter Clothing	W	Green
Boy's Winter Clothing (4-14 yrs)	B	Blue
Girl's Winter Clothing (4-14 yrs)	G	Pink
Under 4's (1-3 yrs)	U4	White
Blankets		Aluminum

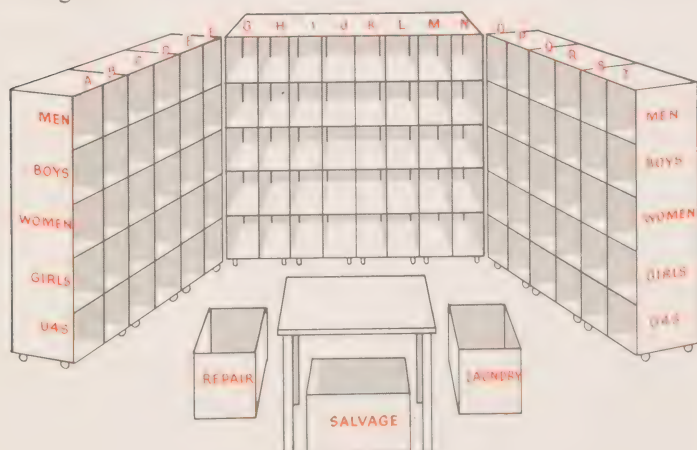
The actual clothing item is indicated by the use of a second code letter following the category letter i.e., K for shoes, A for overcoats. Men's footwear would be MK, women's coats would be WA.

Where a small "s" appears before the code letters it indicates light summer clothing e.g. sWD would be women's summer dresses. (See complete code at Appendix "G".)

The code colours are used on containers for the ready identification of bulk stock.

Volume Sorting

Where a large scale used clothing operation is envisaged it will be advisable to consider the construction of special sorting equipment. Efficiency and speed is obtained with minimum staff by the use of vertical bin units as illustrated in figure 1.



Front of Sorting Bin Units

With this equipment one sorter working at the end of the sorting line can easily and quickly separate all the serviceable articles into their proper categories. The bin sections preferably should be mounted on castors (with locking device) so that they can be moved off the floor if necessary, or re-arranged into any desired pattern. Plywood is preferred material in the making of these bin units on account of its smooth hard surface and light weight.

While the above illustration shows all bins as being the same size, the space requirement for overcoats and suits is considerably more than for most other articles. When large numbers of overcoats are obtained, they are usually thrown directly onto a dolly truck for delivery to the section concerned.

The bottom shelf of each bin slants towards the back so that when the sorter tosses an article of clothing in, it will tend to slide to the rear. The back of each bin has a full sized door (figure 2) with a strong catch which allows the section workers to empty each bin from the rear without obstructing the sorter.



Rear of Sorting Bin Units

Sizing and Packaging

On receipt in the serviceable clothing sections from the sorting line or directly from the receiving sections, the articles are grouped by the category code and size. A breakdown into small, medium and large is adequate for clothing items but footwear requires sorting into whole and half sizes.

Clothing articles of the same category and size should then be folded and packaged in multiples of five depending on the size and weight of the item. Cartons of various sizes, heavy wrapping paper or large strong paper bags are the most suitable for clothing. Cartons are preferable for footwear.

When preparing initial stocks for each welfare centre a useful guide is that issues usually average 10% small, 60% medium and 30% large. The sizing of shoes presents difficulties if the size marking has been obliterated. Where it is not possible to obtain a shoemaker's sizing rule, the size of the boot or shoe may be determined by referring to the following scale after measuring the shoe length with an ordinary ruler.

<i>Children's Shoes</i>		<i>Adult's Shoes</i>	
Ruler Reading	Actual Size	Ruler Reading	Actual Size
4 $\frac{3}{8}$ "	1	9"	1
5"	2	9 $\frac{5}{16}$ "	2
5 $\frac{5}{16}$ "	3	9 $\frac{5}{8}$ "	3
5 $\frac{5}{8}$ "	4	10"	4
6"	5	10 $\frac{5}{16}$ "	5
6 $\frac{5}{16}$ "	6	10 $\frac{5}{8}$ "	6
6 $\frac{5}{8}$ "	7	11"	7
7"	8	11 $\frac{5}{16}$ "	8
7 $\frac{5}{16}$ "	9	11 $\frac{5}{8}$ "	9
7 $\frac{5}{8}$ "	10	12"	10
8"	11	12 $\frac{5}{16}$ "	11
8 $\frac{5}{8}$ "	12	12 $\frac{5}{8}$ "	12
9"	13	13"	13

Bulk Stocks

Stocks of packaged clothing, footwear and blankets surplus to current requirements should be stockpiled in a bulk holding area of the clothing depot. Packages should be clearly marked with the category colour, item code and size. The categories, and sizes within a category should be grouped, and the containers stacked on wooden pallets to facilitate handling and permit circulation of air. The use of the multiple of five system in packaging facilitates rapid issues and stocktaking.

Stock Records

Simple bin cards which record receipts, issues and stock remaining for each item and size are sufficient for stock not packaged. For packaged items, stock record cards maintained in a central location provide the information necessary for stock control of each item and size.

Stock reporting forms EW 306 for open stocks and EW 307 for packaged stocks (see Appendices “D” and “E”), are used as required for reporting stocks on hand.

It is important that accounting records be of the simplest manual type necessary to provide essential information under the conditions that operations will be conducted.

Family Kits

One useful morale-building item which was supplied to bombed-out victims in London during World War II was a small kit of personal items packed in a blue cloth bag. It comprised such articles as — toothbrush — toothpaste — soap — facecloth — razor — shaving soap — razor blades — comb — sanitary pack — disposable diapers — safety pins, needles and thread for mending etc. While prepared on a family basis the kits were broken up or added to, to meet particular needs.

Some consideration might be given to the storing of a limited number of similar items for a national emergency.

Layettes

A second type of prepared kit would be baby layettes. A suggested list of articles to make up a layette follows:

12 diapers, cotton	1 blanket or bunting bag
2 doz. diapers, disposable	1 knitted jacket
2 vests, cotton	1 knitted bonnet
2 nighties, cotton	2 pr. booties
2 pr. plastic pants	1 baby oil
1 towel	1 baby powder
1 washcloth	1 card safety pins

OPERATIONAL PROCEDURES IN A WELFARE CENTRE

The first requirement for clothing operations in a welfare centre is a table and space inside the entrance for emergency covering items such as blankets and coats. During the first few days of the shock phase it may be necessary to have evacuees placed in temporary lodging, issuing them with emergency covering only. Later they would return for an issue of needed clothing when sufficient stocks had been obtained.

Preferably two large rooms will be required at a welfare centre for distribution of clothing. One room for men and boys and the other for women, girls and infants. In addition, space for reserve stock will be needed to maintain continuous operation.

Setting up the Clothing Issue Room

Once the building to be used as the welfare centre has been determined and the space requirements of each emergency welfare service allocated, the EC supervisor can proceed to plan the layout of the clothing issue and stock rooms and the equipment needed in operations (see Appendix “H”).

In setting up the issue room it is necessary to have a counter between the clothing stock and the evacuees. If pre-planning has not provided for this, folding tables can be set up quickly to serve the same purpose. The ideal type of room will have an entrance at one end and an exit at the other.

The stock of clothing should be organized into the main and sub-categories. Bin or shelf units placed at right angles to the issue counter with sufficient aisle space between each row facilitates stockkeeping and issues.

Each bin and/or shelf should be plainly labelled as to item, and bin cards should be used to maintain a running record of stock on hand. Racks will be required for coats, suits and dresses. Improvised dressing rooms where people can try on clothing can be set up by hanging blankets or sheets, and chairs will be required for trying on footwear.

Steps in Distribution

As the evacuees arrive at the clothing section they should be interviewed by a receptionist at a desk at the entrance to the clothing issue room. Articles required are marked in the appropriate column and square on issue voucher EW 309 (see Appendix “C”), and authorized by the interviewer. In the case of families with children the parents would indicate the items required. The name and address of the individual or family is completed in the space provided on the form.

The evacuee(s) would then be directed to the counter for the issue of the articles available. The issuing clothing worker would mark in the respective column the new or used articles issued and initial the form. The evacuee on completion would sign the issue voucher acknowledging receipt.

Patients ready for discharge from hospital and in need of clothing would have their requirements brought to the hospital by a member of the mobile clothing team. Similarly, clothing needed by unattached children or dependent adults in congregate lodging would be brought to them by the mobile team.

Replenishment of Stocks

All clothing, footwear and blankets for issue, whether new or used, would be obtained from the EC depot where it had been sorted and grouped by category and size. Requisitions for the articles and quantities required are raised on form EW 302, signed by the EC supervisor as requisitioning officer and forwarded to the EC chief for approval and transmission to the EC depot for supply.

Stock Records

Stock reporting forms EW 306 for open stocks and EW 307 for packaged stocks (see Appendices "D" and "E"), would be used for reporting stocks on hand when required. The triplicate copies of issue vouchers, form EW 309, are retained in the EC section of the welfare centre to support issue records. It is suggested a daily total of numbers of evacuees issued clothing might be determined from these issue vouchers for the information of the EC chief and the EWS director enabling them to assess the workload in each welfare centre.

Attitude of Workers

Those coming for clothing may have just passed through the most tragic experience of their lives. Loss of relatives and friends, material goods, plus physical hardships would all combine to produce a state of shock which could be often difficult to detect. Shock produces varying results, all of which sometimes tend to make the individual difficult to handle. Those serving would need to realize the great importance of providing a kind sympathetic reception along with the clothing.

EMERGENCY CLOTHING
APPENDICES

REPORT OF BLANKET, CLOTHING AND FOOTWEAR HOLDINGS

NAME OF REPORTING FIRM _____

ADDRESS _____ TELEPHONE NO. _____

NAME OF MANAGER _____ HOME TELEPHONE _____

LOCATION ☐ MAIN STORE ☐ BRANCH OR ASSOCIATE STORE

Mark "X" in
Appropriate Box

DATE OF REPORT _____

SIGNATURE AND TITLE OF REPORTING OFFICER _____

GROUP	ITEM	UNIT	QUANTITY
A	Blankets (non-electric)	No	
	Sheets, flannelette	No	
	Sleeping bags	No	
B	<i>Men's Clothing</i>		
	Overcoats, parkas, car coats	No	
	Suits, one and two trouser	No	
	Jackets, separate	No	
	Slacks and work trousers	Pr	
	Raincoats	No	
C	<i>Men's Furnishings</i>		
	Sweaters, pullover and cardigan	No	
	Shirts, dress, sport and work	Doz	
	Wool scarves	Doz	
	Socks, stockings	Pr	
	Hats, caps, berets	No	
	Lined gloves and mitts	Prs	
	Underwear combinations	No	
	Underwear, tops	No	
Underwear, bottoms	No		
D	<i>Boy's Clothing</i>		
	Parkas, ski jackets, car coats	No	
	Slacks and jeans	Pr	
	Suits, one and two trouser	No	
	Jackets, separate	No	
	Raincoats	No	
E	<i>Boy's Furnishings</i>		
	Sweaters, pullovers and cardigans	No	
	Shirts, dress and sport	Doz	

GROUP	ITEM	UNIT	QUANTITY
	Socks, stockings	Pr	
	Wool scarves	Doz	
	Caps, berets, toques	No	
	Lined gloves and mitts	Prs	
	Underwear combinations	No	
	Underwear, tops	No	
	Underwear, bottoms	No	
	Headbands and ear muffs	No	
F	<i>Men's and Boy's Footwear</i>		
	Boots and shoes, dress and work	Prs	
	Overshoes, all types	Prs	
	Rubbers, low and toe	Prs	
	Boots, rubber, knee and hip	Prs	
G	<i>Women's Clothing</i>		
	Coats, regular, station wagon, parka, fur coats and jackets	No	
	Slacks and jeans, all types	Prs	
	Dresses, regular and house	No	
	Sweaters and cardigans	No	
	Blouses and shirts	No	
	Skirts	No	
	Jackets and blazers	No	
	Raincoats	No	
	Slips and half slips	No	
	Panties	Prs	
	Brassieres	No	
	Stockings and socks	Prs	
	Garter belts and girdles	No	
	Lined gloves and mitts	Prs	
	Wool scarves	Doz	
	Headwear, winter	No	
H	<i>Girl's Clothing</i>		
	Coats, parkas, car coats	No	
	Slacks and jeans, all types	No	
	Skirts	No	
	Dresses, regular and house	No	
	Jackets and blazers	No	
	Sweaters and cardigans	No	
	Blouses, jerseys, shirts	No	
	Raincoats	No	
	Slips and half slips	No	
	Panties	Prs	
	Brassieres	No	
	Stockings and socks	Prs	
	Garter belts and girdles	No	
	Lined gloves and mitts	Prs	
	Wool scarves	Doz	
	Headwear, winter	No	

GROUP	ITEM	UNIT	QUANTITY
I	<i>Women's and Girl's Footwear</i>		
	Shoes, sandals, slippers	Prs	
	Overshoes, all types	Prs	
	Rubbers, low	Prs	
	High boots, all types	Prs	
J	<i>Children's Clothing</i>		
	Snowsuits, parkas, jackets	No	
	Playsuits, overalls, rompers	No	
	Coats	No	
	Dresses	No	
	Skirts	No	
	Slacks and jeans	No	
	Sweaters and cardigans	No	
	Blouses and jerseys	No	
	Underwear combinations	No	
	Underwear, tops	No	
	Underwear, bottoms	No	
	Woolen scarves	No	
	Lined gloves and mitts	Prs	
	Raincoats and capes	No	
	Headwear	No	
K	<i>Children's Footwear</i>		
	Boots and shoes	Prs	
	Overboots, rubber boots	Prs	
L	<i>Infants Wear</i>		
	Diapers, cotton	Doz	
	Diapers, disposable	Doz	
	Vests, cotton	No	
	Nighties, cotton	No	
	Blankets, crib	No	
	Bunting bags	No	
	Jackets, knitted	No	
	Bonnets, knitted	No	
	Bootees	No	
	Plastic pants	Doz	
	Towels	Doz	
	Wash cloths	Doz	
	Safety pins	Cards	
	Baby oil	No	
	Baby powder	No	
	Bibs	Doz	

BASIC OUTFIT OF CLOTHING PER PERSON

Men and Boys

1 pr. shoes or boots
1 pr. rubbers or overshoes
1 pr. socks
1 set underwear

1 pr. trousers and }
1 jacket or sweater }

1 shirt
1 overcoat, car coat or parka
1 hat, cap or beret
1 pr. gloves, lined

Women and Girls

1 pr. shoes
1 pr. rubbers or overshoes
1 pr. stockings or socks
1 set underwear

1 skirt or slacks and }
1 blouse or shirt or }
1 dress }

1 sweater
1 overcoat, car coat or parka
1 hat, beret or scarf
1 pr. gloves, lined

Infants (Layettes)

12 diapers, cotton
2 doz. diapers, disposable
2 vests, cotton
2 nighties, cotton
2 pr. plastic pants
1 towel
1 washcloth

1 blanket or bunting bag
1 knitted jacket
1 knitted bonnet
2 pr. booties
1 baby oil
1 baby powder
1 card safety pins

OPEN STOCK FORM

EMERGENCY CLOTHING

OPEN STOCK STOCK RETURN

EMERGENCY WELFARE SERVICES

This form for use in reporting all the clothing on hand that is not in containers ready for shipment.

TO
LOCAL H.Q. _____
PROVINCIAL H.Q. _____
ADDRESS _____
AT END OF MONTH OF _____ 19____
FROM _____

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	OVER- COATS	PANTS SERIES	SWEETEE SERIES	JACKETS SERIES	SWEAT SERIES	HEAVY SWEAT	LIGHT SWEAT	SOCKS SWEAT	PIJAMAS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT	SHIRTS SWEAT
NEW CLOTHING																				
MEN'S																				
BOYS'																				
WOMEN'S																				
GIRLS'																				
Under 4 years																				

SIGNATURE _____

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
USED CLOTHING																				
MEN'S																				
BOYS'																				
WOMEN'S																				
GIRLS'																				
Under 4 years																				

SIGNATURE _____

MATERIAL (YARDS)

	BLANKETS	QUILTS
NEW USED		

FLANNEL

WOOL

SIGNATURE _____

REMARKS

SIGNATURE _____

OFFICIAL POSITION _____

EWS 504-2-83

READY STOCK FORM

43W 307.3:64

WILSON, J. N. 1973. *Journal of the American Water Resources Association* 9:1-12.

READY STOCK - STOCK RETURN

EMERGENCY WELFARE SERVICES

This form for use in reporting all the
nothing on hand that is in containers
ready for shipment.

TO _____
LOCAL NO. _____
M. NO. _____
PROVINCIAL NO. _____
ADDRESS _____
AT END OF MONTH OF _____ 19____
FROM _____

[illegible][illegible]

REQUISITION FORM

DELIVER TO

[illegible]

INSTRUCTIONS

- INSTRUCTIONS**
1. LIMIT EACH REQUISITION TO ONE CLASS OF MATERIAL (E.G. FOODSTUFFS: FUEL, HARDWARE, ETC.)
 2. UNDER DESCRIPTION INCLUDE DETAILS (E.G. RISE TYPE OF MATERIAL, GALLONS PER CONTAINER, ETC.)
 3. UNDER REMARKS ENTER EXTRA DATA (E.G. IF URGENT, PRIORITY CLASS, DELIVERY TIME, SECOND CHOICE, ETC.)
 4. COPIES: (A) SEND ORIGINAL AND TRIPlicate TO SUPPLY OFFICER (SEND ONE COPY WITH SUPPLIES FOR SIGNATURE)
(B) DUPLICATE REMAINS IN BOOK IN WELFARE CENTRE REQUISITIONING GOODS
 5. CROSS OUT QUANTITY IF AMOUNT SUPPLIED IS LESS THAN WAS ORDERED. INSERT CORRECT AMOUNT.

ORIGINAL

FORM 6W 302 55

CLOTHING CATEGORY CODE CHART

MEN		WOMEN		BOYS		GIRLS		UNDER 4s	
YELLOW		GREEN		BLUE		PINK		WHITE	
A Overcoats	A Overcoats	A Overcoats	A Overcoats	A Overcoats	A Overcoats	A Overcoats	A Coats - Snowsuits	A Coats - Snowsuits	A Coats - Snowsuits
B Trousers	B Skirts - Slacks	B Skirts - Slacks	B Trousers	B Trousers	B Skirts - Slacks - Jeans	B Skirts - Slacks - Jeans	B Trousers - Skirts - Overall	B Trousers - Skirts - Overall	B Trousers - Skirts - Overall
C Sweaters - Jerseys	C Sweaters	C Sweaters	C Sweaters	C Sweaters	C Sweaters	C Sweaters	C Sweaters	C Sweaters	C Sweaters
D Windbreakers, Jackets	D Dresses	D Dresses	D Windbreakers, Jackets)	D Windbreakers, Jackets)	D Dresses	D Dresses	D Suits, Dresses	D Suits, Dresses	D Suits, Dresses
E Shirts	E Blouses	E Blouses	E Shirts	E Shirts	E Blouses	E Blouses	E Shirts/Blouses	E Shirts/Blouses	E Shirts/Blouses
F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)	F Underwear (heavy)
G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)	G Underwear (light)
H Socks	H Stockings	H Stockings	H Socks	H Socks	H Stockings - Socks	H Stockings - Socks	H Socks - Stockings	H Socks - Stockings	H Socks - Stockings
I Pyjamas	I Nighties, Pyjamas	I Nighties, Pyjamas	I Pyjamas	I Pyjamas	I Nighties, Pyjamas	I Nighties, Pyjamas	I Nighties - Sleepers	I Nighties - Sleepers	I Nighties - Sleepers
J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns	J Dressing Gowns
K Boots - Shoes	K Shoes	K Shoes	K Boots - Shoes	K Boots - Shoes	K Shoes	K Shoes	K Shoes	K Shoes	K Shoes
L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots	L Rubbers Rubber boots
M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats	M Raincoats
N Suspenders Belts	N Bras - Girdles - Garters	N Bras - Girdles - Garters	N Suspenders Belts	N Suspenders Belts	N Belts - Garters	N Belts - Garters	N Belts - Bodices - Suspenders	N Belts - Bodices - Suspenders	N Belts - Bodices - Suspenders
O Suits	O Suits	O Suits	O Suits	O Suits	O Suits	O Suits	O Diapers	O Diapers	O Diapers
P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts	P Gloves - Mitts
Q Hats - Caps	Q Hats	Q Hats	Q Caps	Q Caps	Q Hats	Q Hats	Q Bonnets - Hats - Caps	Q Bonnets - Hats - Caps	Q Bonnets - Hats - Caps
R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots	R Overshoes, Snow boots
S Personal Articles	S Personal Articles	S Personal Articles	S Personal Articles	S Personal Articles	S Personal Articles	S Personal Articles	S Layettes	S Layettes	S Layettes
T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified	T Unclassified

347
MIO-20 (Medium)
Winnipeg 18 4 68
61 - 9

CARTON MARKINGS

The code broken down means that this is carton number 347, that it contains 20 Men's suits of medium size and was packed in Winnipeg on the 18th of April 1968. Its gross weight is 61 lbs. and cubic measure is 9 cubic feet. As the life of used clothing is not long the date marking will become increasingly important later when turning over stock in storage.

Whenever the small letter "s" appears before the code letter such as sWD, it indicates summer or light clothing. Here it would be women's summer dresses

SPACE, EQUIPMENT AND SUPPLIES REQUIRED BY THE EMERGENCY CLOTHING SERVICE AT OPERATIONAL SITES

The requirements for space, equipment and supplies will vary under different circumstances. However, these requirements should be considered for the three locations of the EC service in the community, i.e.

- at Municipal Emergency Government Headquarters
- at the clothing depot
- at welfare centres.

AT HEADQUARTERS

Space

Space would be allotted to EWS according to the overall space available for the entire headquarters operation.

Equipment

In addition to the usual office equipment, special operational requirements such as a map board, overlays, resources boards, log sheets and message forms should be available.

Reference Material

The EC chief must have essential reference material including a copy of the EC plan and records of clothing resources surveys which are not included in the plan.

AT CLOTHING DEPOT

Space requirements will vary with the size of the reception community. As a general guide it is considered a single storey warehouse containing 10,000 square feet of usable floor space would be adequate to cope with the new and used clothing operation in a reception community of 25,000 people. There should be suitable truck loading facilities, lighting and heat.

Equipment

Tables, sorting 36" x 72"	26
Bin units, sorting (see Chapter VIII)	1
Coat racks, metal	24
Dolly trucks, flat bed	6
Bins, mounted on castors	6
Shelving	as required
Sewing machine, heavy duty	2
Chairs	as required

Supplies

Bags, large paper or plastic	2000
Cartons, various sizes	as required
Clothing Code Charts	set of 5 (one each category)
Hangers, coat, wire	as required
Gummed tape paper 3" wide, rolls	as required
Dispenser for gummed tape paper	as required
Labels, gummed 4" x 6"	as required
Hammers, claw	as required
Screwdrivers, assorted	as required
Tape, masking coloured 2" wide, rolls	
yellow, green, blue, pink, white	as required
Tapes, measuring 72"	as required
Yardstick, wood	as required
Scissors, assorted sizes	as required
Tags, assorted, for sizing	as required
Stock record and bin cards	as required
Cord, string, rolls	as required
Ruler — shoe measuring	2
Office supplies	as required
Cleaning supplies	as required

AT WELFARE CENTRES

Space would be required for two clothing issue rooms and for reserve stock. For issuing purpose an average 25' x 35' classroom with entrance and exit doors would be suitable. The larger the space available the larger the stocks which can be maintained.

Equipment (each issue room)

Table 36" x 72" (emergency covering at reception)	1
Counter	as required
Bin and shelf units	as required
Desk and chair (for interviewer)	1
Chairs (shoe try-on)	6
Coat racks, metal	6
Tables 36" x 72"	2

Supplies

Hangers, coat, wire		as required
Tapes, measuring 72"		12
Bin cards and shelf labels		as required
Tags, assorted, for sizing		as required
Cord, string, rolls		as required
Scissors, assorted sizes		as required
Ruler — shoe measuring		2
Clothing code charts	set of	5 (one each category)
Office supplies		as required
Cleaning supplies		as required

SERVICES REQUIRED BY AND FROM THE EMERGENCY CLOTHING SERVICE

The EC service would require assistance from other EWS and MES in order to fulfill its functions. Other services would require the assistance of EC. The services involved and the nature of the assistance are described below.

EWS	ASSISTANCE REQUIRED BY EC	ASSISTANCE GIVEN BY EC
Personal Services	1. Reception to direct evacuees to EC service.	1. Provision of "Emergency Covering" items at Reception. 2. Provision of blankets and clothing for U.C., D.A. and Institutional Care Bureau as required.
Emergency Lodging	1. In selecting the location for the clothing depot.	
MES		
Transporta- tion	1. Preplanned collection of essential equipment and supplies. 2. Collection of used clothing, delivery of clothing to EC depot and distribution to welfare centres. 3. Movement of mobile EC teams and supplies.	
Supply (WSA)	1. New blankets, clothing and footwear. 2. Operational equipment and supplies.	
Health	1. Sterilization of blankets as required.	1. Clothing required by patients on discharge from hospitals.
Radiological Defence		1. Emergency covering as required at Decontamination Centres.

Communications	<ol style="list-style-type: none"> 1. Between welfare centres and clothing depot. 2. Between headquarters, welfare centres and clothing depot.
Personnel (CEMS)	<ol style="list-style-type: none"> 1. Additional workers for EC service as required.
Fire	<ol style="list-style-type: none"> 1. Fire inspection and fire patrols in clothing depot.
Police	<ol style="list-style-type: none"> 1. Traffic control and security.
Warden	<ol style="list-style-type: none"> 1. Assistance in used clothing collections.

**EMERGENCY CLOTHING COURSE
FOR WORKERS — COMMUNITY LEVEL
(A Suggested Guide)**

OBJECT

A course to prepare workers for emergency clothing tasks.

PREREQUISITES

1. Workers who have been recruited for the emergency clothing service of EWS.
2. It is desirable that the candidates have orientation to effects of nuclear weapons, the Emergency Measures Organization and Emergency Welfare Services before attending the course.

SESSIONS

Six, two-hour sessions have been developed. These could be scheduled in a series of six consecutive weeks or programmed for two full days of training. Additional exercises, apart from those scheduled, would be desirable.

SUBJECT AND CONTENT

The main heading indicates the subject to be covered, and the sub-headings give a general idea of lecture content.

A method of presentation has been suggested for each topic.

SESSION	TIME (mins.)	SUBJECT AND CONTENT	TYPE OF PRESENTATION
1	15	Introduction, purpose and scope of course	
	45	The Emergency Clothing Service — the need — functions — stages of operation — sources of supply — mobile EC teams	Lecture
	40	Discussion Problems — clothing for personal survival	Discussion
	20	Group reporting	Reporting

SESSION (mins.)	TIME	SUBJECT AND CONTENT	TYPE OF PRESENTATION
2	60	Organizing EC in a Reception Community <ul style="list-style-type: none"> — the organization — specific identification of key EC personnel — location of clothing depot — overall functions of EC chief — overall functions of EC supervisors — functions of clothing depot manager — where and how workers fit into the organization — supporting services required by EC service 	Lecture and Filmstrip
	60	The Clothing Code <ul style="list-style-type: none"> — explanation — practice in using it 	Lecturette and Exercise
3	30	Sorting Used Clothing <ul style="list-style-type: none"> — methods of collection — methods of sorting — baling and marking — storage 	Lecture and Filmstrip
	90	Sorting Exercise and Assessment	Practical Exercise
4	30	Forms used for EC service <ul style="list-style-type: none"> — explanation — practice in using forms 	Lecture and Exercise
	60	Discussion Problems <ul style="list-style-type: none"> — Space, equipment and supplies for EC in welfare centres and the clothing depot 	Discussion
	30	Group Reporting	Reporting
5	30	Distribution of Clothing in a welfare centre <ul style="list-style-type: none"> — layout of area — flow — method of control — staffing — measuring and fitting 	Lecturette
	90	Exercise and Assessment — setting up the EC distribution area in a welfare centre	Practical Exercise

SESSION	TIME (mins.)	SUBJECT AND CONTENT	TYPE OF PRESENTATION
6	45	The EC Plan for the Community — alerting and mobilizing — action to be taken on mobilizing — lines of succession — operating procedures	Lecture
	30	Discussion Problem — sequence of action in a hypothetical disaster involving the community as a reception centre (a) before evacuees arrive (b) after arrival of evacuees	Discussion
	15	Group Reporting	Reporting
	30	General Question Period and Evaluation	Discussion

MESSAGE LOG

(Sample)

INCOMING MESSAGES					OUTGOING MESSAGES			
MESSAGE NUMBER	FROM	TIME RECD	SUMMARY OF TEXT	ACTION	MESSAGE NUMBER	TO	TIME SENT	SUMMARY OF TEXT

EMERGENCY WELFARE SERVICES GLOSSARY OF TERMS

- 1. AUXILIARY KITCHEN**

A place in which food would be prepared and cooked, to be served in another location.
- 2. CASE INDEX CARD—
Personal Services**

A two-part card, with a one-time carbon, which would be filled out for each individual or family applying for assistance at the Counselling and Emergency Aid Bureau, Personal Services.
- 3. CASE INDEX KIT**

A carton containing 500 case index cards, 24 blank index marker cards and the instructions for their use in the operation of the Counselling and Emergency Aid Bureau of Personal Services.
- 4. CENTRAL INDEX**

The place in a zone to which the duplicate of the case index card is sent for filing and checking to prevent the duplication of counselling and emergency aid in another welfare centre or reception community.
- 5. CENTRAL REGISTRY**

The centre(s) serving a specific high risk area(s) to which a local registry forwards the original copies of registration cards and unanswered inquiries for filing and searching.
- 6. CENTRAL REGISTRY
MANAGER**

The person appointed by the zone chief of Registration & Inquiry who is responsible for the planning, organization and operation of the central registry.
- 7. CHIEF—EMERGENCY
CLOTHING
(provincial, zone, municipal)**

A qualified person appointed by the Emergency Welfare Services director, who is responsible for the detailed planning, organization and operation of the Emergency Clothing Service at each level.

- 8. CHIEF—EMERGENCY FEEDING (provincial, zone, municipal)** A qualified person appointed by the Emergency Welfare Services director, who is responsible for the detailed planning, organization and operation of the Emergency Feeding Service at each level.
- 9. CHIEF—EMERGENCY LODGING (provincial, zone, municipal)** A qualified person appointed by the Emergency Welfare Services director, who is responsible for the detailed planning, organization and operation of the Emergency Lodging Service at each level.
- 10. CHIEF—PERSONAL SERVICES (provincial, zone, municipal)** A qualified person appointed by the Emergency Welfare Services director, who is responsible for the detailed planning, organization and operation of Personal Services at each level.
- 11. CHIEF—REGISTRATION AND INQUIRY (provincial, zone, municipal)** A qualified person appointed by the Emergency Welfare Services director, who is responsible for the detailed planning, organization and operation of the Registration and Inquiry Service at each level.
- 12. CLOTHING DEPOT** The site within a reception community where used and new clothing will be assembled, sorted, sized, bundled and forwarded to welfare centres for distribution.
- 13. CLOTHING DEPOT MANAGER** The person appointed by the municipal chief of Emergency Clothing, who is responsible for planning, organizing and operating the clothing depot and the collection of used clothing in the community.
- 14. CLOTHING ISSUE VOUCHER** A three-part form with one-time carbon, used to record the type and quantity of clothing issued to an evacuee.
- 15. CONGREGATE FACILITY** A building other than a private dwelling used for congregate lodging.

- 16. CONGREGATE FACILITY MANAGER**

The person appointed by the municipal chief of Emergency Lodging, who is responsible for the administration of a congregate facility.
- 17. CONGREGATE LODGING**

The lodging of a large number of evacuees, usually a special group, in a congregate facility.
- 18. COUNSELLING AND EMERGENCY AID BUREAU**

One of the four bureaux of Personal Services. The function of this bureau is to provide counselling services and financial and/or material assistance for those individuals and families who need help with their personal questions and problems regarding their rehabilitation and/or emotional readjustment.
- 19. DIRECTOR—EMERGENCY WELFARE SERVICES (provincial, zone, municipal)**

The person appointed to organize, co-ordinate, and operate the five Emergency Welfare Services at each level (from the Department of Public Welfare where such exists).
- 20. DWELLING**

Self-contained living quarters with a private entrance (either from outside the building or via a common hall or lobby).
- 21. EMERGENCY ACCOMMODATION**

Emergency living space in buildings for persons who have evacuated a damaged or potentially dangerous area or whose homes have been destroyed.
- 22. EMERGENCY ASSIGNMENT RATIO**

The number of persons to be lodged per room in a reception community in order to provide emergency accommodation for the residents of the community and the probable number of evacuees assigned to it.
- 23. EMERGENCY CHANGE OF ADDRESS CARD**

Post office form E-1, to be used by evacuees in a war emergency as a postal locator card for undelivered letter mail addressed to disaster areas.
- 24. EMERGENCY CLOTHING SERVICE**

One of the five Emergency Welfare Services. This service is responsible in an emergency for supplying clothing to those requiring it.

- 25. EMERGENCY FEEDING SERVICE** One of the five Emergency Welfare Services. This service is responsible in an emergency for the feeding of persons without food or means of preparing it.
- 26. EMERGENCY FOOD PACK** At least a seven-day (and preferably a fourteen-day) supply of emergency type food and liquid, packed in readiness as a self-help measure for evacuation or shelter living.
- 27. EMERGENCY LODGING SERVICE** One of the five Emergency Welfare Services. This service is responsible in an emergency for the provision of immediate, temporary accommodation to people requiring it.
- 28. EMERGENCY WELFARE SERVICES** The five services responsible for providing in an emergency, those emergency welfare services which would be essential for the survival and well being of persons affected by the disaster (Emergency Clothing, Emergency Feeding, Emergency Lodging, Registration and Inquiry, Personal Services).
- 29. EVACUEE** A citizen or resident of Canada who, because of an emergency, leaves his home and goes to another place in Canada.
- 30. FAMILY MEETING PLACE** A place where members of a family have planned to reunite eventually should they be separated by disaster.
- 31. FEEDING ESTABLISHMENT** A place, commercial or non-commercial, where food is prepared and served (e.g. restaurant, school, club).
- 32. FEEDING STATION** A site where food which has been prepared in another location, would be served.
- 33. HEADQUARTERS—
EMERGENCY WELFARE
SERVICES
(provincial, zone, municipal)** The physical location (within an emergency government headquarters at each level) from which the Emergency Welfare Services director and chiefs of services would direct emergency operations.

- 34. IMPROVISED FEEDING** The preparation, cooking and serving of food in time of emergency by means of facilities other than those in private dwellings, commercial and non-commercial feeding establishments.
- 35. INQUIRY CARD** A card which would be filled out by a person inquiring about the safety and whereabouts of another person.
- 35. INQUIRY KIT** A carton containing 750 inquiry cards and the equipment required for the making of inquiries by evacuees.
- 37. INSTITUTIONAL CARE BUREAU** One of the four bureaux of Personal Services. The function of this bureau is to plan for the evacuation from probable high risk areas, or the reception and care in reception areas, of people who are confined to welfare institutions.
- 38. LOCAL REGISTRY** The place in a reception community to which all completed registration and inquiry cards are sent for processing.
- 39. LOCAL REGISTRY MANAGER** The person appointed by the municipal chief of Registration and Inquiry, who is responsible for the planning, organizing and operation of the local registry.
- 40. LODGING ASSIGNMENT CARD** A three-part card with a one-time carbon, which would be used in the assignment of evacuees to either a private dwelling or a congregate facility.
- 41. LODGING ASSIGNMENT OFFICER** The person who is responsible for selecting the emergency accommodation to which evacuees are sent.
- 42. LODGING FACILITY CARD—COMMERCIAL AND CONGREGATE** A card used to record detailed information about congregate facilities.
- 43. LODGING FACILITY CARD—DWELLINGS** A card used to record information about a private dwelling.

- 44. LODGING LEADER** A person appointed by the supervisor of Emergency Lodging, who is responsible for the group instruction of lodging assignment cards.
- 45. MASS FEEDING** The feeding of large groups of people in an emergency, in contrast to feeding in private dwellings.
- 46. MATCHING** That part of the process of assigning evacuees to temporary accommodation which, based on one or more factors, would contribute to the compatibility of householder and evacuee.
- 47. MOBILE EWS TEAM** A team of EWS workers whose function is to assist evacuees during re-entry operations and/or within areas where EWS are over-burdened or unorganized.
- 48. OPEN STOCK—STOCK RETURN FORM** A two-part form with a one-time carbon, used to record the total number of unpacked clothing items of all categories held in clothing depots and welfare centres.
- 49. PERSONAL SERVICES** One of the five Emergency Welfare Services. This service is responsible in an emergency for providing individuals and families with special care, guidance and material assistance through 4 bureaux: Reception, Unattached Children and Dependent Adults, Institutional Care (welfare), and Counselling and Emergency Aid.
- 50. PLAN—EMERGENCY WELFARE SERVICES (provincial, zone, municipal)** A detailed written account of the policies and procedures to be followed in setting up and operating the emergency welfare services at each level.
- 51. PLANNING COMMITTEES—EMERGENCY WELFARE SERVICES** Committees composed of suitable community people, whose training and experience would assist a director of Emergency Welfare Services and each of five chiefs of services in planning and organizing.

52. PRE-ATTACK PHASE

This phase includes any period of deteriorating international relations up to the time of the national alert warning or the commencement of attack, whichever is first.

**53. READY STOCK—
STOCK RETURN FORM**

A two-part form with a one-time carbon, used to record all the clothing on hand in clothing depots and welfare centres that has been sorted, sized, packed and marked.

54. RECEPTION AREA

The area beyond a high risk area into which people evacuate in time of emergency.

55. RECEPTION BUREAU

One of the four bureaux of Personal Services. The function of this bureau is to receive evacuees at welfare centres and other reception points, to answer questions, to give reassurance, and to direct evacuees to appropriate emergency services.

56. RECEPTION COMMUNITY

A city, town, or village within a reception area, which would receive and care for evacuees in time of emergency.

57. RECOVERY PHASE

This phase includes the long interval following the survival period when reconstruction and rehabilitation would be the primary considerations.

58. REFUGEE

A citizen of a foreign country, who arrives in Canada during an emergency.

59. REGISTRATION CARD

A two-part card with a one-time carbon, on which information about evacuee families or individuals would be recorded so that inquiries about them could be answered.

**60. REGISTRATION AND
INQUIRY SERVICE**

One of the five emergency welfare services. The two-fold function of this Service is to reunite as quickly as possible members of families separated by disaster, and to answer inquiries regarding the safety and whereabouts of persons.

- 61. REGISTRATION KITS** A carton containing 500 registration cards and the equipment required for the registration of evacuees.
- 62. REQUISITION TO SUPPLY OFFICER FORM—EMERGENCY WELFARE SERVICES** A three-part form, with one-time carbon, which would be used by each of the five emergency welfare services when requisitioning goods and equipment from the war supply or municipal supply officer.
- 63. SAFETY NOTIFICATION POST CARD** Post office form E-2, to be used by evacuees in a war emergency to advise others of their safety and present location.
- 64. SELF-HELP PREPARATIONS** Those preparations which individuals and families can make now for their own survival in case of emergency.
- 65. SEPARATED FAMILY** A family in which one or more members have become separated from the other family members by a disaster.
- 66. SHOCK PHASE** This phase includes the duration of the attack and the interval following until arrangements have been completed for the survival of the remaining population, with the government in control. There are three periods during this phase: attack, life-saving and survival.
- 67. SUPERVISOR—EMERGENCY CLOTHING** A qualified person appointed by the municipal chief of Emergency Clothing to carry out the operation of that service in a welfare centre and the welfare centre area.
- 68. SUPERVISOR—EMERGENCY FEEDING** A qualified person appointed by the municipal chief of Emergency Feeding to carry out the operation of that service in a welfare centre and the welfare centre area.
- 69. SUPERVISOR—EMERGENCY LODGING** A qualified person appointed by the municipal chief of Emergency Lodging to carry out the operation of that service in a welfare centre and the welfare centre area.

- 70. SUPERVISOR—PERSONAL SERVICES** A qualified person appointed by the municipal chief of Personal Services to carry out the operation of that service in a welfare centre and the welfare centre area.
- 71. SUPERVISOR—REGISTRATION & INQUIRY** A qualified person appointed by the municipal chief of Registration and Inquiry to carry out the operation of that service in a welfare centre and the welfare centre area.
- 72. SUPPORTING SERVICES** A term indicating a service given to or required from EWS.
- 73. THREE-DAY SURVIVAL KIT** A kit consisting of one pound of candy (any kind except chocolate), a 20-ounce can of juice, and a can opener. It is recommended as a self-help measure for survival in an emergency when no other source of food and liquid is available.
- 74. UNATTACHED CHILDREN & DEPENDENT ADULTS BUREAU** One of the four bureaux of Personal Services. The function of this bureau is to care for children and dependent adults separated from their families.
- 75. WELFARE CENTRE** The building or group of buildings within a welfare centre area from which the emergency welfare services will be administered.
- 76. WELFARE CENTRE AREA** The geographic area within a reception community for which a specific welfare centre is responsible.
- 77. WELFARE CENTRE MANAGER** The person who is responsible for the organization and operation of emergency welfare services in a welfare centre and its welfare centre area.

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**EMERGENCY WELFARE SERVICES
DEPARTMENT OF NATIONAL HEALTH AND WELFARE**